Course Syllabus

COURSE INFORMATION

Course Number: MIS 4355
Course Name: Introduction to Project Management
CRN: 21765 and 22804
Semester: Fall 2021
Location: COB 100 and online
Class Hours: **Tuesday**/Thursday 10:50 – 12:05; and Asynchronous Online

INSTRUCTOR INFORMATION

Name: Kaye McKinzie, Ph.D.
Office Location: COB 305 C
Work Email: kmckinzie@uca.edu
Phone: 501.450.5328
Office Hours: Mon/Wed 6AM – 3PM by appointment online; Tue/Ths 8AM – 9AM;
1PM – 3PM

ABOUT THE UCA COLLEGE OF BUSINESS

COB VISION

Our vision is to be a recognized leader in developing business talent and ideas that create growth and opportunity in Arkansas and globally.

COB STATEMENT OF MISSION AND CORE VALUES

We educate a diverse population of current and future business professionals to successfully and ethically meet the challenges of the global business environment. Through active engagement with the local, regional, national, and global communities, our faculty strive to deliver a high-quality business education via experiential education, a relevant curriculum, and scholarly contributions. We pursue continuous improvement opportunities to add value for our College and its stakeholders.

DIVERSITY AND INCLUSION AT THE COLLEGE OF BUSINESS

To be engaged in your education and career, you must feel included and valued. The UCA College of Business supports and upholds the ideals of diversity, belonging, inclusion, and equity. The Division of Student Services and the Office of Institutional Diversity offer a number of resources and initiatives in support of the university's diversity mission. More information is available here: https://uca.edu/diversity/

Students with concerns, compliments, or ideas for improvement regarding how the College of Business meets or upholds these ideals may contact Dean Michael Hargis, COB 102, 501.450.3106, business@uca.edu.

COURSE PREREQUISITES

- MIS 4355 – Senior status and one of the following courses: MIS 3321, CSEC 3320, or MATH 3311.

COURSE DESCRIPTION

This course is both a concept and computer-applications course relying heavily on applying the understanding of the concepts with computer software. The course will employ lectures, case reviews, team projects, and class discussions. Students work individually and with teams. Lectures emphasize not only the managerial aspects but the software aspects to solve problems and manage projects. An emphasis is placed on the nine knowledge areas: project integration, scope, time, cost, quality, human resources, communications, risk, and procurement management. Upon completion of the course, you will be able to apply Project Management techniques and use Microsoft Project to develop timelines, network diagrams, and critical path analysis. During the semester, you will have the opportunity to work as a supervisor of project teams where you will be able to demonstrate your understanding of the course objectives.

COURSE OBJECTIVES

- Define project, program, and portfolio management and its processes.
- Discuss ways of effectively communicating throughout the Project Lifecycle.
- Determine stakeholders and how they affect the project.
- Describe the Project Management Lifecycle and develop a basic project plan.
- Form an effective project team.
- Recognize one's work behavior style and quickly read other people's styles.
- Identify how to mesh divergent styles together to achieve project success.

COB ASSURANCE OF LEARNING

As an AACSB-Accredited College of Business, we assess degree program goals across the curriculum. In this class, the following goal(s) and objective(s) will be assessed:

UCA Core Designations	COB Program Goals
Capstone Z ●Critical Inquiry Rubric C (Quantitative) ●Communication Rubric B (Written) ●Communication Rubric C (Collaboration)	●BSIS Goal 1a: Quantitative Skills ●BSIS Goal 4a & BSCM Goal 2a: Written Communication ●BSIS Goal 4c & BSCM Goal 2c: Teamwork

UCA CORE ASSURANCE OF LEARNING

This course is designated [I] which means it satisfies your Critical Inquiry component of the Upper Division Core. Critical Inquiry courses promote the ability to analyze new problems and

situations to formulate informed opinions and conclusions. For more information, go to http://uca.edu/core.

This course is designated [C] which means it satisfies your Communication component of the Upper Division Core. Communication courses promote effective communication: the ability to develop and present ideas logically and effectively in order to enhance communication and collaboration with diverse individuals and groups. For more information, go to http://uca.edu/core.

For some majors, this course is designated [Z] which means it satisfies your Capstone Experience component of the Upper Division Core. Capstone Experience courses incorporate aspects of Critical Inquiry and Communication within a discipline into a comprehensive, culminating educational experience. For more information, go to http://uca.edu/core.

ADDRESSING COURSE CONCERNS

UCA and the College of Business care about your experience in this course. If issues related to this course (e.g., faculty or student actions) arise, the UCA Student Handbook (https://uca.edu/student/student-handbook/) sets forth the following persons who would address these concerns. Please note, course grades may only be appealed after a final course grade is submitted.

Students should bring their concerns to these individuals in the order listed here and proceed to the next person when (or if) necessary.
1. The course instructor as listed on page 1 of this syllabus.
2. CISA Department Chair Dr. Jeff Hill (501.450.5347, ghill@uca.edu, COB 305J)
3. COB Dean Michael Hargis (501.450.3106, business@uca.edu, COB 102)

COURSE DELIVERY AND POLICIES

TEXTBOOK AND INSTRUCTIONAL MATERIALS REQUIRED are available in the UCA Bookstore: https://www.theucabookstore.com/textbooks.

DO NOT use the 5th edition. PMI made changes to the knowledge areas. You need the 6th edition.

Schwalbe, Kathy. *Revised An Introduction to Project Manage*ment, ***Sixth Edition*** September 2017. ISBN-13: 978-1544701899 also available on Kindle.
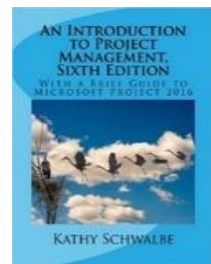
COURSE DELIVERY METHOD
- This course is being taught in multiple formats:

  - Hybrid. We will meet mostly on Tuesdays. Some Thursdays are reserved for guest speakers, others are set aside for teams to work on their projects.

o Asynchronous. Reserved for FOUP students only. All the class material is online except guest speaker live interactions. These students take on additional responsibility to be active/productive team members.

- Guest lecturers (Thursdays) from PM professionals in a variety of business fields. (Three required.)
- Group discussion on projects, research, and homework.
- Lectures, slides, tutorials, etc. given by the course instructor.
- Hands-on training with PM software and tools.
- Small group sessions - leadership and PM team progress.

GRADING

Grades will be assigned per the following scale:

Table 1. Letter Grade Scale
A. ≥ 90
B. ≥ 80 and < 90
C. ≥ 70 and < 80
D. ≥ 60 and < 70
F. < 60

You may have realized already that there are many alternative assignment (extra credit) opportunities in this course. Yes, I have designed this course for everyone to earn an A. But, you do have to put in the work. It will be very rewarding. That said, because of all the bonuses (alternative assignments), Blackboard may not calculate the denominator correctly in calculating your grade. The total available points at the end of the semester should equal 100. So, at any point when you have earned 90%, you have that A and can focus on your other classes. Here is the caveat,

- There are some required assignments that if you don't do them, you earn **negative** points. See missed assignments.
- By leaving team members hanging, you can get gigged on team points as not all team members necessarily earn the same team points. Don't leave team members hanging.

Multiple Choice (reading comprehension) assignments are due on Mondays and a discussion post (this helps improve class participation on Tuesdays). Then on Sundays everything else is due. The Monday assignments start the week and the Sunday assignments end the week. Assignments due Sunday will get feedback if submitted by Thursday midnight. This allows you to resubmit for a higher grade. Feedback will only be given once per assignment.

- Why are some things due Monday? To ensure you are ready for class on Tuesday. You don't like doing work on Monday? Fine, do them early.
- Why do I make early feedback assignments due Thursday? To give me time to give you feedback before they are due on Sunday.
- Why is the cut-off strictly at midnight? One of the things we stress in this course is time management. In managing projects sometimes being a second late makes the entire project useless. If you deliver the wedding cake the day after the ceremony, you won't get paid. If you arrive a minute late at the airport, they won't turn the plane around.

The various components of your grade are weighted as follows:

Table 2. Course Grading Rubric

	Topic	Each	Quantity	Points
Individual Work	Team +	1	5	5
	Discussions [D]	1	11	11
	Chapter Questions [MC]	1	10	10
	Homeworks (HW)	3	9	27
	Professional Correspondence [PC]	1	5	5
Team	Team Project [Tm]	42	1	42

Table 3. Team Grading Rubric

	Each	Quantity	Total
Project Success	1	10	10
Individual Proposals	1	1	1
Updates	4	3	12
Video Updates	2	3	6
Notebook 1	4	1	4
Notebook 2	4	1	4
Final Presentation	5	1	5

Even though there are many opportunities for alternative assignments, you can only earn a maximum of 58 individual and 42 team points. If you earn more than the maximum points in either section, they will not count towards your final grade. This ensures students do not ignore team or individual learning opportunities.

ATTENDANCE AND DROP POLICIES

Your active participation in this course is expected and required for you to learn the material and earn a passing grade. In on-line courses, attendance/participation is assessed by progress towards the completion of the class. If you fail to regularly and actively participate (e.g., take weekly quizzes, submit weekly assignments, participate in on-line discussions, etc.) it will demonstrate that you are not making a reasonable effort to complete this course, and you will be administratively dropped for non-attendance with a grade of W.

Attendance is highly encouraged. Tuesdays are designed as "lecture" days. I expect you to try and show up on Tuesdays. Also the first four Thursdays are required (it is possible I may reduce the Thursday requirement if teams progress faster). (If you are an asynchronous online student, synchronous attendance is not required.) Missing three (3) or more classes or weekly updates with me will result in the student being dropped from the course with the appropriate grade. Missing class is defined as not being present for at least 1 hour of class time (75%) when a synchronous class is scheduled. Synchronous students must remain in the video and all students must be actively participating during this time. Missing a meeting is defined as showing up even a minute late or not staying for the full meeting. Teams will schedule ten hour long video meetings with me in lieu of Thursday classes. ALL team members must be present. Coordinate with your team members for a set re-occurring day of the week and time when ALL team members can be present. PMs will provide an agenda to all participants at least 24 hours in advance and include their dashboard and all other documents being used in the update. Attach these to the Project Success Assignment.

All students are responsible for material presented in class. Those who miss class are responsible for obtaining this material either from other students or the instructor. Students should seek out their teammates, Project Manager (PM), and/or Program Manager (PrM).

ASSIGNMENT SUBMISSION

The syllabus indicates which chapters will be discussed in class on the given dates. This is subject to unforeseen changes. Should a change be necessary, the instructor will post a new syllabus in *blackboard* online. Students should have read the chapter and completed the multiple-choice quiz **before** coming to Tuesday's class and plan on **discussing** the concepts during class. Some chapters will be covered in more detail than others and the key concepts will be addressed in class. Students should focus on these concepts.

At the beginning of class, I will ask what topics students want to discuss. I will focus on those topics. My role is to clarify your understanding. I will not spend unnecessary time on concepts you already grasp. I also don't lecture, but guide you in your learning. This allows me to give you more time to work on your projects. Once all topics are addressed, the rest of the class is given to you to work on your projects. So, ask. I want to clarify, but you need to let me know what you need me to clarify.

MISSED EXAMS AND ASSIGNMENTS POLICY

No makeup assignments are allowed. Turning in assignments early is encouraged. If submitted 72 hours before the due date, feedback will be provided. Then you may submit a 2nd time for your final grade. If you submit an assignment late you will earn 0 points. This class is a class in managing projects. I treat this class as a project. If the class wants to adjust due dates, I am open to the suggestion if requested by the Tuesday before the assignment is due.

Some assignments are required. If students do not submit these assignments, not only will they not receive any course points for the assignment, but they will also lose 5-course points each.

- Monitoring Homework. (capstone critical inquiry)
- CPA written Homework (capstone written communications)
- MS Project written Homework (capstone written communications)
- Both capstone surveys (COB accreditation)
- Team member (mid-term and final) assessments (capstone collaboration)
- All discussion requirements in the final presentations (respect for others)

CLASSROOM POLICIES

This class is NOT held in a computer lab. You may want to bring your laptop to class to record aspects of your project. You may NOT use your laptop or phone for **notetaking** during sessions when we have a speaker. (If you do, I will ask you to leave the class and you forfeit credit for that speaker assignment.) But, you may want to have your laptop to be viewing the speaker's slides or referenced sites.

Out of respect to the professor and your fellow students, please adhere to the following guidelines. **Failure to adhere to these guidelines will result in class interruptions and you being asked to leave that class session.** If you are asked to leave the class, please do so

immediately as the class will not continue until you depart. Do not return to class during that session. This will count as a class absence. The following is a non-exhaustive list of disturbances that will initiate the professor asking you to **leave the class session**:

1. Using your laptop/cell phone in class for any purpose other than one directly related to the topic currently being addressed by the professor.
2. Leaving your cell phone on and it ringing/vibrating during class. If you have a specific emergency requiring you to have it on, inform the instructor before class.
3. Talking to other students about subjects not directly related to the ongoing lecture.
4. Talking loudly or interrupting the lecture.
5. Foul or abusive language or conduct.
6. Causing any disturbance during class.
7. Synchronous students not having their video on, not being in the camera view, and/or not being actively engaged in class.

In general, treat others with respect and courtesy. This includes turning your cell phone OFF during class as a courtesy to those around you and limiting class disruptions. If you have a pending emergency (job interview call-back / birth of a child imminent) let me know ahead of time and please do leave your phone on. I totally understand life priorities.

CLASS SCHEDULE

It helps to use the modules in Blackboard and the calendar in Blackboard to ensure you turn in all assignments. This is just an overview. This class front-loads assignments to give you the knowledge to complete your project leadership tasks. It is possible to complete projects 3 to 4 weeks before the end of the semester. When this happens (acceptance documents signed, notebook submitted, and final evaluations complete), the team receives 100% on any remaining team tasks. (Not all team members will necessarily receive the same grade on team assignments.) On the other hand, we will learn about task over-runs and project slippages. Some teams will need every bit of time the semester has to complete their project.

Table 4. Calendar

				Monday		Sunday			
		Sunday		MC	D	HW	*PC*	Team+	Team
Aug	22	Week 0	Welcome => What is PM?	0	0	1 Research			
	29	Week 1	Chapter 1	1	1	2 Personality			Ideas
Sep	5	Week 2	Ch. 2: Project, program, and portfolio selection	2	2	*3 Monitoring*			
	12	Week 3	**Selecting teams & MSProject Tutorial**			4 MS Project Pix		WhoWeAre	U1
	19	Week 4	Ch. 3: Initiating projects	3	3	5 MS Project Paper		Rules	V1
	26	Week 5	Ch. 4: Planning: Integration and Scope Management	4	4			Roles	
Oct	3	Week 6	Ch. 5: Time and Cost Management	5	5				
	10	Week 7	**Critical Path networks**						U2
	17	Week 8	Ch. 6: Planning	6	6	6 CPA Network		KSS	U2 & N1
	24	Week 9	**Project Reports**						
	31	Week 10	Ch. 7 Executing	7	7	7 CPA Paper		*TDF*	
Nov	7	Week 11	Ch. 8: Monitoring and controlling	8	8	8 Online Software			U3
	14	Week 12	Ch. 9: Closing	9	9				V3
	21	Week 13	Ch. 10: Best practices in PM	10	10	9 Reflection			
	28	Week 14	**Close out Your Projects**						
Dec	5	Week 15	Time Warp - Lessons Learned			10 International		*TE*	P & N2
	10	Week 16	Outbriefs	~	*	11 Case Quiz			P

The class schedule shows the due dates for that week/module. It also shows the general topic under discussion (what is covered). The next columns show when different assignments are due.

Individual Assignments – maximum of 58 points

Chapter Questions (MC):

We cover ten chapters of the text and there is a syllabus quiz. Each of these is worth 1-course point, but you get multiple opportunities to take the quizzes. These are due before class on Tuesday to encourage you to read the text early in the week. Why? I have found if I don't have them due before Tuesday's class, most of you will not have read the material. Thus, you won't know what you need me to clarify. When/if you do ever read the material, you will be very lost and overwhelmed. So, I do this to help you improve your grade.

Homeworks (HW):

There are 9 homework assignments with two optional. These allow you to reflect on your learning and apply this to the assignments. You should look over the requirements and examples provided in Blackboard and ensure you ask questions about anything you are unclear about in class Tuesday before when it is due. They are short, but please check your work with Grammarly.com. I front-load this class with assignments to help everyone learn PM before getting heavily into the project.

But why does the calendar show 11? Two are alternative assignments. Three are required written assignments.

Team +

To assist in team development and individual participation, we will use a tool called Team +. (There are advantages and disadvantages to using this tool. But it is better than any other tool I have found.) You have several individual and group assignments in this tool.

Discussions (D)

These are in two parts: initial posts (Monday) and final posts (Sunday). You can get more (bonus) out of these if you provide examples and discuss others' experiences.

Professional Correspondence (Speakers) (PC)

We have several speakers from a variety of organizations who will visit us this semester (mostly on Thursdays). A key aspect of Project Management is communication. To practice our written communication (PC), you will have at least five written thank-you letters assigned, one to each speaker. These are due the Sunday after the speaker presents.

When asking a question of the speaker, announce **who you are (name) and your major**. If you are a Project Manager in this class, state that as well. This helps the speaker tailor their answer to you. It also helps you network as this helps the speaker remember your name and face. Do not be rude to the speaker by doing anything other than paying attention to what they are saying. If I have to correct your behavior, you vacate the professional correspondence points for this event and I will have you leave the class for the day.

They are volunteering their time to allow you to hear and ask questions about the work environment from the perspective of Project Management. Inherent in this field is dealing with conflict. We will discuss this throughout the course. This is a great opportunity to learn how to manage these situations. Take advantage of the experience of our speakers and ask them about dealing with specific conflicts in the workplace. Be candid, they will also. Try not to take offense to any issues and real-world experiences. Some of the issues deal with superior/subordinate and peer relations. Some with racial, ethnic, cultural, gender, age, etc. Most importantly in this field, we need to know how to motivate others to help you/the project when they are not mandated to.

Here is a list of potential speakers, however, these may change.

Arkansas Blue Cross Blue Shield (AR BCBS), Melissa Treadway, MBA, 320 W. Capitol - 9UCC, Little Rock, AR 72201. 501.378.5873 mdtreadway@arkbluecross.com

Arkansas Electric Cooperative Corporation (AECI), Becky Haynes, CPA, CGMA, BS Acct., MBA, MS Ind./Org. Psych., Black Belt Six Sigma, 1 Cooperative Way / Little Rock, AR 72209. beckyhaynes@ymail.com

Arkansas State Parks, Kelly Farrell, CPM, CIT, CIP, 1 Capitol Mall, Little Rock, AR 72201. Kelly.Farrell@arkansas.gov

Deloitte, Rachel Henderson, PMP, CPA, 605 Great Plain Ave; Needham, MA 02492. Rachel.Henderson@gmx.com

FIS Global, Lacy Rodriguez, CAPM and Pete Alexander, PMP, 4001 Rodney Parham, Little Rock, AR 72212. lacy.rodriguez@fisglobal.com & pete.alexander@fisglobal.com

Tyson, Hannah Osborne Cross, PMP, 516 E. Emma Ave, Rogers, AR 72762 hannah.osborne@tyson.com

US Army Corps of Engineers, Karyn Adams, P.E., 700 W Capitol Ave # 7340, Little Rock, AR 72201. karyn.c.adams@usace.army.mil

Team Assignments – maximum of 42 points

We are going to run projects based on ideas developed by the class. Members will join teams and run the project from idea initiation through project closeout. The team will elect their Project Manager (PM). You must pick a team where you do not know at least two of the other members. Maximum four per team.

Weekly Updates: You will update your sponsor weekly with a dashboard and a weekly update report. How you meet will be determined by your sponsor.

You will update me ten times (video). All team members must be present. So select a day of the week and time when all can make the meeting. Submit all update documents at least 24 hours prior to our meeting.

Three Video updates shared with your classmates. This allows you to see what other teams are doing and provide helpful feedback. You might also pick up some good ideas for your own project.

UCA POLICIES

EVALUATIONS

Student evaluations of a course and its professor are a crucial element in helping faculty achieve excellence in the classroom and the institution in demonstrating that students are gaining knowledge. Students may evaluate courses they are taking starting on Monday, November 15, through the Sunday after finals week by logging in to myUCA and clicking on the Course Evaluations task.

ACADEMIC INTEGRITY STATEMENT

The University of Central Arkansas affirms its commitment to academic integrity and expects all members of the university community to accept shared responsibility for maintaining academic integrity. Students in this course are subject to the provisions of the university's Academic Integrity Policy, approved by the Board of Trustees as Board Policy No. 709 on February 10, 2010, and published in the Student Handbook. Penalties for academic misconduct in this course may include a failing grade on an assignment, a failing grade in the course, or any

other course-related sanction the instructor determines to be appropriate. Continued enrollment in this course affirms a student's acceptance of this university policy.

Penalties for academic misconduct in this course may include:

- a failing grade or 0 on an assignment,
- a failing grade in the course,
- loss of all alternative assignment/bonus points in the course – even if not related to the incident in question,
- misconduct on any part of the team project will forfeit all team project points – even if not related to the incident in question,
- and/or any other course-related sanction the instructor determines to be appropriate.

Continued enrollment in this course affirms a student's acceptance of this university policy.

Please refer to the Student Handbook for a detailed explanation of academic misconduct and repercussions. All incidents of academic misconduct (cheating) will result in the student receiving a 0 for the project/quiz/exam in question and being dropped from the course with the appropriate grade. Appeals are handled according to the Student Handbook. Some specific pitfalls to avoid during this course are:

1. Copying or sharing information on quizzes before ALL students have completed the quiz.
2. Helping others or allowing others to view or copy your quizzes results/answers before ALL students have completed the quiz.
3. Receiving assistance from others or copying others' work on your quizzes before ALL students have completed the quiz.
4. Submitting others' work as your own on homework or quizzes.
5. Falsifying elements of your project.
6. Failing to be completely honest when dealing with the instructor.

DISABILITIES ACT STATEMENT

The University of Central Arkansas adheres to the requirements of the Americans with Disabilities Act. If you need an accommodation under this Act due to a disability, please contact the UCA Disability Resource Center, 450-3613.

TITLE IX

If a student discloses an act of sexual harassment, discrimination, assault, or other sexual misconduct to a faculty member (as it relates to "student-on-student" or "employee-on-student"), the faculty member is encouraged to report the act to the Title IX coordinator, deputy coordinator, or employee with the authority to institute corrective measures on behalf of the University. An investigation of a formal complaint of Title IX Sexual Harassment will only be initiated when the Complainant (individual who suffers actual harm from the violation of the Title IX Sexual Harassment Policy) or the Title IX Coordinator signs a complaint. For further information, please visit: https://uca.edu/titleix/.

Disclosure of sexual misconduct by a third party who is not a student and/or employee is also encouraged if the misconduct occurs when the third party is a participant in a university-sponsored program, event, or activity.

EMERGENCY PROCEDURES SUMMARY (EPS)

An Emergency Procedures Summary (EPS) for the building in which this class is held will be discussed during the first week of this course. EPS documents for most buildings on campus are available at http://uca.edu/mysafety/bep/. Every student should be familiar with emergency procedures for any campus building in which he/she spends time for classes or other purposes.

STUDENT HANDBOOK

UCA's Student Handbook can be found at https://uca.edu/student/student-handbook/. Students should familiarize themselves with policies in this document including academic policies and the sexual harassment policy.

UCA COVID POLICY

Students are expected to follow all university requirements regarding face coverings." The university will use a three-color system alerting campus of our community transmission status and what actions faculty, staff, and students should take regarding masking.

- RED – This means the CDC has this region of Arkansas at a Substantial or High Risk of community transmission. Masks will be required on campus in indoor spaces.
- YELLOW – When the CDC lists this region of Arkansas at Moderate Risk, we will encourage the use of masks indoors.
- GREEN – Once the CDC lists the region as Low Risk, the campus will follow normal business and operational patterns.